

# ***IOWAccess Project 1***

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## **Citizen Information Network Overall Support System**

### **Mission**

Create a citizen information network that will provide appropriate one-stop electronic access for government services and information, whether federal, state, county or city, ensuring equal access by all citizens.

### **List of Members**

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**Linda Plazak**, Iowa Information Technology Services, Co-Chair  
**Tom Armitage**, Cedar Rapids Public Library  
**Bob Canney**, Black Hawk County Data Processing  
**Paul Coates**, Iowa State University Extension Service  
**Pat Crawford**, Norwest Bank Iowa  
**Glen Dickinson**, Legislative Fiscal Bureau, Iowa General Assembly  
**Lee Duin**, Polk County Assistant Treasurer  
**Leon Frederick**, Iowa Department of Public Safety  
**Pat Gill**, Woodbury County Recorder and Auditor  
**Phil Groner**, Iowa Communications Network  
**Mose Hendricks**, Mayor of Hawarden  
**Randy Hertz**, Hertz Farm Management & Real Estate  
**Curt Johnson**, Cedar Falls Municipal Utilities  
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# ***Section 1 P Approach***

## **Background Information**

All citizens have a need for basic government services and information, but often customers find the system, which involves multiple levels of government and multiple agencies, very confusing. World Wide Web technology can make accessing government much simpler. State and federal governments have made an effort to place information about various departments and services on the Internet. A few local governments have also been able to duplicate that effort. While some information is available, the ability to conduct business transactions with government entities electronically is virtually non-existent. Additionally, government efforts have tended to operate as a collection of individual entities instead of an enterprise effort to deliver quality, non-duplicative services.

Historically, citizens and businesses were forced to obtain government services in a traditional eight hour day, five day work week. The public often must drive to a government office to obtain services, or spend time making numerous telephone calls tracking down the appropriate information. The Internet can allow citizens to access government services "anytime, anyplace." Services and information can be made available 24-hours-a-day, 7-days-a-week from homes, businesses, public libraries, schools, and anywhere else the Internet is available.

Governor Branstad set the following goal: "By the Year 2000, citizens and businesses should be able to conduct business electronically with government if they choose to do so."

## **Purpose**

This service will design and implement a citizen information network; a seamless interface to various government homepages provided by federal, state and local governments utilizing Internet web technology. The citizen information network, named the IOWAccess Network, will provide an overall support system through which public entities can provide on-line Internet services. By incorporating a true enterprise approach, interbranch and intergovernmental focus can improve government efficiency for citizens, businesses and communities in Iowa.

The service will provide a consolidated search engine and search index to make available information and transactions in a user friendly, reliable, accurate and secure environment.

The project team involved 26 people representing various levels and branches of government, professions, urban and rural communities, political affiliations, and

interests. The project team worked with local government associations, citizen groups and business organizations. A series of home pages based on category-specific functions of government services were defined and implemented.

The project team secured the financial resources necessary to provide technical assistance to facilitate development of home pages and electronic commerce applications by various governmental entities.

### **Project Goals**

- Link together various governmental home pages provided by federal, state and local governments to provide a seamless, user-friendly citizen information network for use by Iowans to access government services and information.
- Enhance current systems (i.e. the State of Iowa homepage and the Federal Government Information Exchange homepage) to ensure that services are reliable and accessible when needed.
- Utilize search and index web technology so information can be easily obtained. Services should be indexed by service type and geographic location. (i.e. home loan financial providers in Polk County).
- Design regional indexes into the IOWAccess project. (i.e. recreational opportunities in Northeast Iowa).
- Coordinate the development of model home pages for use throughout Iowa and provide technical assistance on home page development to counties and communities lacking in resources.
- Develop an overall Internet “umbrella” through which on-line services may be provided by public agencies and accessed by the public.
- Pilot a select group of on-line services to be offered by IOWAccess.
- Develop and set standards for home page development, data definition, data maintenance, data access and security.
- Design IOWAccess Network to include customer involvement. A “frequently asked questions” survey should be one tool used to determine customer need. A “suggestion” page for citizens to suggest new services or information they would like to see would be included.
- Develop a system to allow customers to download training materials from the web.

- IOWAccess should be self-supporting.

## **Approach**

Define a phased approach that will display information in phase one and will allow electronic business transactions in phase two. Identify the implementation alternatives...existing programs, do-it-yourself, private partnerships, outsourcing, etc.)

### **Steps in the Process**

- Search other states web sites to gather ideas and designs.
- Conduct focus groups to determine what information is required and desired, and what services are preferred.
- Assess the willingness of stakeholders to participate in IOWAccess.
- Identify access points for system use.
- Evaluate home pages accessible at all levels of government and determine the information that is currently available. (i.e. the State Library has a site which links to eight million book titles in Iowa libraries).
- Develop a model template for home pages and establish links to existing pages.
- Identify the hardware required, the proposed location of the hardware, and the resources necessary to maintain and secure the IOWAccess Network.
- Contract with an organization to develop, implement, secure and manage the IOWAccess Network as a self-sustaining model.
- Develop a marketing model which includes public service announcements, brochures, and outreach to various business organization and government entities.
- Develop an evaluation and benchmark model.

### **Vendor Selection**

Iowa Interactive, selected as the IOWAccess Network manager, represents a consortium that has successfully implemented self-sustaining, fee-based models for Internet government services in six other states. The Project 1 team recommended the selection of this organization as a result of a lengthy, legal, request for proposal process. Iowa Interactive met all of the selection criteria and offered an innovative cost solution that is

consumer- and market-driven. In the other states managed by the consortium, only ten percent (10%) of the data and services are fee-based. The remaining ninety percent (90%) of these services are free to the public. In fact, the fee-based services actually support the other 90% that is free to the citizens, businesses and communities served. These fee-based services also help expand the network, and the number of free services available online. The Project 1 team deemed this approach the best solution for cost/benefit to the taxpayer. The State of Iowa Office of Information Technology Services and Iowa Interactive entered into a contract in May, 1998.

### **Stakeholder Participation**

The Project 1 team was comprised of representatives from city, county, state, federal government and various private entities. During the first nine months, team members were actively engaged in monthly meetings and ongoing planning activities — defining Americans with Disabilities Act (ADA) guidelines, determining network requirements, and developing and evaluating requests for information, requests for strategies, and requests for proposals. After a letter of intent to award dated December 20, 1997 was sent to Iowa Interactive in response to their proposal, five months were spent negotiating a contract. During this time, the project team met as needed, usually semi-monthly. After the contract was signed, the team was again actively engaged in defining evaluation criteria and methodology, marketing plans, implementation and sustainability plans.

During this 18-month team process, many associations representing various Iowa industries were contacted, surveyed and educated about IOWAccess. Representatives of banking, insurance, legal, trucking, agriculture, real estate, media, abstractors, libraries, professional developers, courts, counties, rural development, and rotary clubs were contacted.

Three surveys, conducted by Selzer & Company, targeting 600 citizens, 100 general business decision makers, 100 business technology directors, 100 agricultural businesses, 335 front-line government employees, and 32 government computer programmers were conducted to gauge the interest and usage of electronic access to government services via Internet. Below is an overview of the results from these surveys.

#### Iowans give strong support to the IOWAccess Network.

Sixty-nine (69%) percent of residents consider the state's effort to build the IOWAccess Network very (29%) or fairly (40%) important. (22%) say it is somewhat important, and just 8% say such a system is not important.

#### Iowans support building the system because they plan on using it.

Nearly half (45%) of residents intend to use the IOWAccess Network, once it is up and running. Fifteen percent (15%) say they will definitely use the system, and another 30%

say they will probably use the system. One quarter (24%) say they might or might not use the system.

Most lowans who intend to use the IOWAccess Network envision it serving personal rather than business needs. Sixty percent (60%) say they would use the system primarily for personal needs, compared to 24% who foresee their use to be primarily business related. Sixteen percent (16%) say they will use the system equally for personal and business needs.

The most important benefit of the IOWAccess Network to lowans is increased efficiency. Nearly half (46%) name less duplication among government agencies brought by shared databases and information. More citizen access is the most important benefit for 26% of lowans. One in five (20%) say more efficient communication between private businesses and the government is the greatest benefit they see.

lowans support added transaction fee.

Ninety percent (90%) of lowans surveyed are willing to pay a transaction fee up to an additional dollar for services they can access over the IOWAccess Network.

Iowa businesses feel the IOWAccess Network will positive impact them.

Asked how the IOWAccess Network would impact how they do business, solid majorities of Management Information Systems managers (88%) and business decision-makers (54%) say the impact will be positive. Forty-eight percent (48%) of ag businesses agree with that assessment. Only 2% of MIS managers, 5% of business decision-makers, and 3% of ag businesses worry this system will create hardships, either large or small.

Iowa business rates government efficiency as the top benefit of IOWAccess Network.

Seventy-three (73%) of MIS managers believe the most beneficial aspect of this system is that government might operate more efficiently with less duplication. Efficiency also tops the potential benefit list for business-decision makers (58%) and ag business (55%).

Government employees are enthusiastic about the IOWAccess system, but may need substantial training before they will be ready to use it fully.

Government employees think the network is very or fairly important (69%), and support for the system is strongest among employees whose positions involve interdepartmental contact. Although the vast majority (80%) of the employees surveyed use computers as a part of their jobs, only 7% consider themselves advanced users. Of those that ranked themselves novices (35%) and intermediate users (49%), a whopping 88% of those know little or not much about the Internet.



Government employees most affected by this system are most supportive.

This suggests that frontline workers accept that IOWAccess may change the nature of their jobs, but in ways that will ultimately have a positive benefit for them, and for their government. Ninety-two percent (92%) of those who say the system will have a major impact on their jobs feel the network is very or fairly important.

Government employees feel the biggest advantage of IOWAccess is the improvements it will bring to communication.

Seventy-three percent (73%) say increased communication within government agencies will be a major benefit of the system, and 71% say increased communication between government agencies is a major benefit. Although supportive of the system, government employees do not want the IOWAccess system to replace human interaction. However, employees who anticipate dramatic change in their worklife are ready to prepare for it.

As the surveys show, citizens, businesses, and government employees in Iowa support the development of the IOWAccess Network. Complete surveys are included in this report as attachments.

## ***Section 2 P Cost/Benefit Analysis***

### **Timeframe for Project**

The original timeframe was to contract with a vendor to develop, implement and manage the IOWAccess Network by the first week in January 1998.

- Phase 1 network gateway hardware/software operational, security firewall operational, user interface pages due March 1, 1998.
- Phase 2 link IOWAccess 14 federal projects to IOWAccess user interface by May 1, 1998.
- Phase 3 link existing federal, state, local web pages, data, services to IOWAccess user interface by July 1, 1998.
- Phase 4 ongoing development, implementation and maintenance of new federal, state, local and political web pages to IOWAccess user interface beginning September 30, 1998.

The legislative process and contract negotiations made it difficult to meet many of the interim target dates; however, dedicated efforts on the part of Iowa Interactive and the other project teams helped us meet the September 30, 1998 completion date. The development and expansion of IOWAccess is now ongoing.

### **Project Expenditures**

\$689,000	Total Budget from IOWAccess GSA grant funds
\$400,000	State Budget FY99 Appropriation
\$800,000	employee salaries and benefits
\$130,000	operating lease payments
\$ 50,000	accounting/legal/banking
\$ 45,000	marketing
\$ 48,000	office space lease/utilities
\$ 16,000	office supplies

The Project 1 work plan is included as an attachment.

### **Ongoing Costs to Maintain**

The Project 1 team selected a fee-based model that is working successfully in four other states. This model assesses a modest fee on certain types of state data that have a commercial value.

In the other states where this model is used, ninety percent (90%) of all information and electronic services are free to the public and ten percent (10%) of information has a fee. The other states currently using this model are Indiana, Kansas, Nebraska, and Arkansas. In these states, drivers' history information, UCC and corporate information and some licenses and permits are fee-based. This information is used by various businesses — including many law firms and insurance companies. In these states, businesses have been willing to pay a convenience charge to access these value-added services which save money in time. It has become a cost of doing business in these states — and groups often ask for more fee-based services to be added annually.

It was the intention and will of the majority of the project team membership that a fee-based model be implemented in Iowa. Several legislative issues stand in the way of a fee-based model and the Office of Information Technology Services has agreed to focus and lead the effort to overcome these issues.

Without a fee-based model, it is expected to cost \$1.2 million annually to sustain and grow the IOWAccess Network.

## **Project Benefits**

- Iowans will be able to access and obtain information from all levels of government 24-hours-a-day, seven-days-a-week without driving to a courthouse, parking, and standing in line to obtain government services and information.
- Iowans will become more technologically advanced as they begin to use electronic mediums to obtain government information. Free Internet access is available in most public libraries in the State.
- Businesses and citizens will benefit from the eventual ability to conduct transactions electronically. (i.e. obtaining and paying for a professional license over the Internet). Time is money. Many independent insurance agents in communities have to verify driver history records. This involves a car trip to the county seat, during regular business hours. The ability to get that information via Internet from a personal computer, in their own office, according to their own time schedule, translates into real time and dollar savings for almost every citizen or business that chooses this type of service.)
- Businesses will be able to access intergovernmental information on business assistance, census information, workers compensation, procurement opportunities and a number of other related sources.
- More local communities will become involved in Internet technology.
- Web pages will be designed to meet ADA guidelines.

- Information presented will be in logical, categories for ease of use.
- Information will be organized to be accessible within two clicks of a mouse.
- A fee-based model will enhance the ability to expand this information network rapidly; by charging 10% to support the other 90% ensures that all agencies, counties, cities will be able to integrate this technology regardless of technical expertise or budget resources.
- Better, more efficient service is delivered to the electronic customers, as well as counter customers. In other states counter traffic has decreased 15%. This allows counter clerks to spend more time with counter customers and process their requests faster.
- The potential exists to reduce the redundancy in government operations if services are integrated and streamlined.

# ***Section 3 P Evaluation***

## **Evaluation Process**

The following mandatory requirements established by the Project 1 team and approved by the Steering Committee were reviewed for compliance. The IOWAccess Network manager was required to incorporate the following criteria into the network design:

- the network must be self-sustaining
- all levels and branches of government must be included
- vendor solutions must be implemented and successful at other sites
- legal repercussions for misuse or fraud must be identified
- ability to complete secure transactions, including financial transactions, must be provided
- citizens must have access to public information free of charge
- services must be provided for a reasonable cost per transaction
- services must be provided for a reasonable cost per secured transaction
- services must be easily signed onto/subscribed to with appropriate authentication
- services must be client-based, user friendly, Internet technology
- data providers must be able to take applications on and off the system without redesigning the network
- data providers must define their own levels of security
- provide a feedback mechanism to gauge citizen satisfaction and use
- must provide Americans with Disabilities Act (ADA), Individuals with Disabilities Education Act (IDEA), and Year 2000 compliance
- must incorporate a user-friendly search engine
- proposed solution must provide sufficient incentives that encourage use

The Project 1 team originally defined the following evaluation criteria:

- number of web pages developed after model is provided
- number of public agencies and local governments on-line before, during and after
- number of individuals and entities downloading training materials
- number of "hits" on the IOWAccess home pages

The Project 1 team additionally added the following evaluation criteria, which were evaluated using a survey of other project teams/agencies:

- Is Iowa Interactive easy to work with? Do they meet deadlines? Do they have the appropriate expertise?
- Is the migration process easy to understand and implement?
- Is security defined appropriately and adequately for your needs?
- Is data kept confidential, if required?
- Is it easy to update pages and data?

## Evaluation Process

A survey instrument was designed and sent to a subset of IOWAccess participants. The survey instrument reflected the questions in the preceding section. 20% of the 250 participants were surveyed with a 24% response rate. The IOWAccess Network site was evaluated for one month.

For IOWAccess Network to be truly successful, the process of adding and evaluating applications must never end. Therefore much of the evaluation timeframe addressed additional services to be added to the Network.

The IOWAccess Network staff activities were evaluated for five months. During this five-month process, the IOWAccess staff had the opportunity to meet with 18 different public agencies and seven private associations. These meetings were conducted to introduce the IOWAccess Network staff to agency management and technical staff. Each agency identified potential applications that could be added to the Network. Seven associations were visited representing the following business interests: medical, legal, insurance, banking and private investigators. One association management company was also visited representing fifteen diverse business interests including medical, financial, real estate, retail and construction.

Each association was asked for input regarding government information and services its membership would find valuable if delivered over the IOWAccess Network. Five services were identified across industry lines as having the highest value:

- 1) Driver and motor vehicle records;
- 2) DCI criminal record checks;
- 3) Reference to the Administrative Code of Iowa;
- 4) Secretary of State information (UCC records and filings, corporate searches), and
- 5) Medical and/or Professional license records and checks.

In addition, forty other services were identified. These are identified by industry. All the associations expressed a high level of interest in the IOWAccess Network and are interested in working together to market network services to their members.

### Bankers

UCC filings

Dept of Revenue Federal bank filings

Agriculture loans filed at the county level

Security Interests

Real Estate Records (mortgage, liens)

Driver Records

Vehicle Title & Lien Records

IHA Farmer's Loan Program

Access to county records – extremely important.

### **Insurance**

License renewal online

Driver Records

Newsletter of State Insurance Division that was discontinued due to lack of funds

Legislative information & rules

### **Nurses**

Administrative Code

Online License Renewal

### **Nursing Home/Aging Services**

Professional License lookup: Doctor, Nurse

Nurses Aid Registry (through Inspections & Appeals)

Interface to the 15 state agencies that regulate nursing homes in Iowa

Administrative Rules

DCI Criminal Records Check

### **Trial Lawyers**

Administrative Code of Iowa (# 1 request)

Better Iowa Court Information System (ICIS) search capabilities (#2 request)

Statewide ICIS data warehouse (#3 request)

Driver Records (#4 request – tie)

Immediate IA Supreme Court decisions (#4 request - tie)

Ethics opinions

Court dockets

Title search

Lien search

Local rules

Assessor info

Corporate search

Unpublished rulings

Civil decisions by district courts

Child support orders

Sentence histories

Sentencing guidelines

Criminal Records

Civil Records

Probate Records

Workers comp decisions

Code of Iowa  
Federal court decisions  
Online campaign contribution info  
Published decisions court of appeals  
Blue book – who's who in local courts  
Inter-county & inter-district scheduled by lawyer number

### **Private Investigators**

ICIS public records  
DOT licenses & motor vehicle info  
DCI Records  
County Treasurers: Title & Lien  
County Recorders  
County Assessors  
County Clerk's Office records, including Dead Beat Dads  
Iowa Vital Statistics (Birth, Death & Marriage)  
Secretary of State – Corporate Filings, UCC  
Worker's Comp Info/Case Disposition  
Professional Licenses: MD, Dentists, Realtors, Vets, Nurses, and Pharmacists  
Liquor Licenses

### **General Business**

Administrative Rules  
Secretary of State Information (UCC filings, corporate searches)  
Tourism and Meeting Planning Information throughout the state  
Speaker bureau of top Iowa business leaders and speakers  
Special links to highlight:  
Iowa's top businesses  
Iowa's unique businesses  
Senior Open information

## **Evaluation Results**

Ninety percent (90%) of the respondents to the survey believe the IOWAccess Network implementation had met the original goals and objectives. Some of the agencies have expressed concern that the IOWAccess Network is not currently staffed adequately to meet the agency needs or timeframes. The Office of Information Technology Services feels this situation will be rectified with implementation of a fee-based model or an annual appropriation of \$1.2 million to continue and grow the Network.

It is the intent that the IOWAccess Network will blur the lines between public and private service delivery. A key success factor will be the ongoing effort to identify and implement projects that are identified by citizens as critical or helpful to meet their needs. For IOWAccess Network to be truly successful, the process of adding and evaluating applications must never end.



## Lessons Learned

- Bring on a partner who can manage the administrative process. State Public Policy Group has been a critical success factor.
- Define a clear, intensive legislative strategy and involve the Legislature on every team early in the process.
- Engage associations throughout the process. The media, insurance, bankers, medical, real estate, retail, motor truck and construction industries should have been represented on the team. While we did make contact with the major associations during the final months, having them on board throughout the entire process would have enriched the project.
- Start the contracting process earlier. Project 1 was the key to all of the other projects — its request for proposal should have been the first to be finalized.
- Spend more one-on-one time with team members. The team was composed of volunteers who have full-time jobs that require full-time attention. More phone conversations between meetings to keep members updated and engaged would have been valuable.
- Develop a plan to ensure more involvement from the private sector.
- Keep standard meeting times and schedule meetings several months in advance. (i.e. the third Tuesday of every month). This is essential — meetings should never be cancelled. The team lost valuable participation and lost some momentum during the lengthy contract negotiation process.
- Keep the project web site updated in a timely manner. This is the best and most efficient mode of communicating team progress and materials.
- It is crucial to set expectations early — this service will continue to evolve based on newly identified needs or demands from the citizens, businesses and communities.

# ***Section IV P Future Plans – Conclusions & Recommendations***

## **Sustainability**

The Project 1 team believes sustaining the IOWAccess Network should be the top priority. A fee-based model was selected as the preferred option by the team during the request for proposal process. The Project 1 team recommends that the funding requirements to sustain and expand the IOWAccess Network be clearly defined. The team suggests a strategy be defined by Information Technology Services (ITS) to identify the pros and cons of each of the following mechanisms, so policy makers can evaluate the options required to sustain and expand the IOWAccess Network. Listed below are options discussed by Project 1 members:

- Utilize premium, fee-based services which will re-package 10% or less of available data, add value and charge willing customers for these additional services. The Project 1 team feels pursuing this option should be a top priority.
- The Legislature could appropriate the entire cost of sustaining and expanding the IOWAccess Network to ITS. ITS would use these funds to manage and pay for the contract with Iowa Interactive.
- Each “owner agency” could receive an appropriation to cover their own costs.
- In addition, some customer agencies have expressed a willingness to “pay” the network manager or ITS for providing additional services to their customers. (i.e. the Iowa Public Employee Retirement System may be willing to pay a fee to allow members the option of receiving benefit information online. This cost would be offset by savings in paper, postage, handling and processing.
- Some customer agencies may be interested in transferring a portion of their budget and funds to ITS or the network manager in order to secure long-term continuation and support of an application they consider a priority.

## **Expansion of the IOWAccess Network**

The Project 1 team recommends that the IOWAccess Network be expanded to its fullest capacity. The linkages to cities, counties and the federal government must be continually identified and added. Many smaller cities, counties, and agencies do not have financial resources or technical expertise to move forward with Internet technology.

The opportunity to improve access to government services by creating on-line first stop sites is obvious. The expansion is only hampered by available dollars — the demand from customers and service providers is high. The costs can be born by the general fund or by consumers who are willing to pay a small fee for enhanced access to specific information as demonstrated in the states of Indiana, Nebraska, Kansas and Arkansas. The Project 1 team voted to recommend that a fee-based model be implemented.

The Project 1 team recommends that a list be created of all potential and current stakeholders — counties, cities, chambers of commerce, professional associations, community organizations and other groups in Iowa. A gap analysis should be conducted to determine readiness and potential return on investment.

## **Maintenance**

It is the responsibility of Iowa Interactive to maintain the IOWAccess Network. The Project 1 team recommends that Iowa Interactive monitor each site and agree to meet/telephone survey each data owner on a scheduled basis to audit service levels and define new opportunities. ITS and Iowa Interactive can provide consulting expertise to participating entities.

Each agency or participating entity is responsible for the data integrity of its own web site. It is critical to the success of the IOWAccess Network that each data provider diligently maintains the accuracy and frequency of the data.

Each agency or participating entity must define what data is confidential and what data is public. This process is currently, and will continue to be, decided by the data owner, the courts, and the Iowa Legislature.

Each agency or participating entity must define the level of security required to protect their data. Iowa Interactive will provide necessary firewall protection based on data owner requirements. The data owner has the option of providing their own security system if they choose.

Iowa Interactive and the participating agencies are true partners in this effort. The data owner will remain the decision-maker on who, how and what type of access is authorized.

## **Citizen Feedback and Intergovernmental Focus**

The Project 1 team recommends that a survey be built into the IOWAccess site to solicit customer feedback. The goal is to have a concise standard survey on every site. Random phone and mail surveys could also be utilized.

An intergovernmental focus is critical to long-term success. It will be the responsibility of ITS, Iowa Interactive and state agencies to reach out to their counterparts at the local and federal levels, and try to engage them in joint projects that would be beneficial to all parties and the

public. It will be the responsibility of the Iowa Legislature to ensure some type of appropriate funding for the IOWAccess Network.

## **Marketing and Public Awareness**

Marketing and public awareness are ongoing efforts. As more services are added to the IOWAccess Network, new customer groups and target markets will be identified. Many state agencies have targeted services they want to add to the Network. Several county and city governments have contacted Iowa Interactive to discuss application opportunities.

Iowa Interactive has hired a marketing director whose responsibility is to conduct a public awareness campaign. A series of public information segments, in the free media, and through associations and organization newsletters, is underway. Community organizations and libraries are a critical component of the awareness and use of the IOWAccess Network. As stakeholders are identified, efforts will be made to share information and identify potential opportunities to educate professional and citizen groups.

## **Conclusions**

It is the responsibility of government to serve the public in an effective, cost conscious manner. Those whom have made appointments, searched for parking, waited patiently for voice telephone services and encountered other communication frustrations welcome an effective, cost-efficient, convenient way to get information or services. The Project 1 team has focused on the intergovernmental, enterprise approach to delivering services to Iowans. The IOWAccess Network offers all state agencies the opportunity to work closely with county and city governments to reengineer parallel services. Developing common intake documents, electronic transfer of data from computer to computer without human intervention, and collaboration between private and public sectors have all been demonstrated effectively with the IOWAccess projects. By piloting and proving these concepts, the IOWAccess Network has created a foundation for the future growth and expansion of electronic service delivery for all citizens in Iowa.

The IOWAccess Network is the foundation needed to review current service delivery processes, reduce government duplication, improve access and enhance citizen participation in government improvement. The opportunity is present to build on the foundation laid by the IOWAccess Network. Every effort should be made to assure that this opportunity be preserved and expanded.

# ***Attachments***

**Work Plan**

**Survey of Citizens**

**Survey of Business**

**Survey of Government Employees**